

The Director of Central Intelligence  
Washington, D.C. 20505

National Intelligence Council

30 May 1984

Professor [redacted]  
Senior Research Fellow

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Dear [redacted]

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As promised, I have read the proceedings of the Crisis Management Conference at U of T. Very appropriately, I did the reading in the course of a trip to Space Command and Strategic Air Command, which heightened the impact. Unlike most "collections" of this nature, I was very favorably impressed and found myself repeatedly in dialogues with the participants. The best presentations were by some of the old gurus, Rostow and George in particular; the worst perhaps by my old colleagues, Inman and Hillsman. I am recommending that the book be used as a text, or at least selected readings be used for the warning course that my office is responsible for, and a crisis management symposium to be sponsored by the NSC this fall.

Two quotations are, or should become, lore:

"...there is no such thing as Soviet intentions unless you crank in their views of us and what we are likely to do." WWRostow p63. The application to current developments is overwhelming.

"The problem with taking warning seriously is that you have to do something about it." AGeorge p75.

We might be coming closer to managing this problem than ever before but we're not home free.

Seems to me you were talking about traveling out of the area in the early summer. Let me know when you're going to be in town and we'll get together - out here if it won't taint you.

Cheers,



David Y. McManis  
National Intelligence Officer for Warning